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july 1978

dda exchange

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25X1A

All human progress, like baseball, involves a certain amount of risk. You can't steal second while keeping one foot on first.

dda exchange

A quarterly publication for the exchange among DDA personnel of ideas, concepts, information, and techniques that are of common interest.

25X1

25X1A

staff

SENIOR EDITORS

index

Volume 3, No. 3

comment

25X1A

EMPLOYEE GRIEVANCES AND ORGANIZATIONAL EFFECTIVENESS

John H. Waller, Inspector General

25X1 [redacted] The health and effectiveness of an organization can be measured by a variety of indicators. At best, the measuring process usually produces results which are open to a number of interpretations. It seems to me, however, that a valid measure of the Agency's health and effectiveness should include an assessment of employees' perceptions and attitudes regarding management. One aspect of such perceptions and attitudes is revealed in the relative volume of employee grievances and in the manner in which employees choose to deal with such matters.

25X1 [redacted] I have become concerned about the increasing number of grievance cases handled by my office and about the fact that too many employees appear to be bypassing normal grievance handling channels to bring their cases directly to the Inspector General. The Agency's grievance handling mechanism is outlined in HR [redacted] which defines a grievance as:

> "an employee's expressed feeling (oral or written) of dissatisfaction with any aspects of his working conditions and relationships which are outside his control." 25X1A

The procedure described in HR [redacted] by which employees may seek prompt and equitable consideration and disposition of their grievances includes:

- Recourse to the immediate supervisor or others within the normal chain of command in the employee's own component if the supervisor does not arrange a satisfactory resolution of the problem. Though not stated in the regulation, this normal chain of command includes individual grievance officers in each of the Directorates;
- Review of the problem by the Director of Personnel if a satisfactory adjustment is not reached in the employee's own component; and

- Appeal to the DCI through the Inspector General if the employee is still dissatisfied. The DCI's decision is final according to HR [redacted]

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25X1 [redacted] The Inspector General's function in the grievance handling process is described as follows in HR [redacted] which outlines my responsibilities:

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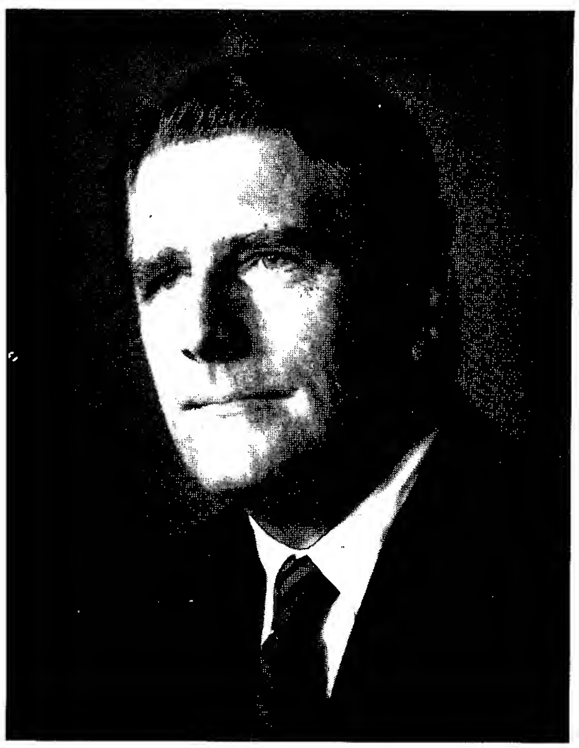
> Provide a forum wherein CIA personnel may, on a highly confidential basis, confide grievances or complaints that have not received satisfactory consideration through normal channels of command. The Inspection Staff is empowered to accept direct appeals from employees when appropriate.

In fulfilling this function, I act as the staff adviser to the Director and his Deputy. When formal decisions on grievance cases by the Director or his Deputy are required, my advice takes the form of recommendations



John H. Waller Inspector General

based on the fact-finding activities of my staff and the conclusions drawn from staff findings. The recommendations derive their cogency from the thoroughness and objectivity of the investigations. But relatively few of the grievance cases handled by my staff require referral to the DCI or his Deputy for resolution. A counseling and mediating function has become an important part of our activities in regard to grievances. During investigations, individuals within the chain of command often learn for the first time how seriously employees have been affected by certain problems, and employees with complaints are often exposed to more objective perceptions concerning their problems. This process frequently results in informal resolutions of previously intractable problems without recourse to the formal decision-making machinery.

25X1 It should be clear from the above description that my office is intended by regulation to be the apex of the Agency's pyramidal grievance handling mechanism. Whatever the reasons may be, however, the majority of employees with grievances in recent years has not treated it as such. In increasing numbers, they are bypassing the broad base within the normal chain of command and bringing their grievances directly to us for adjudication. Following are some statistics which should illustrate the size of the problem. 25X1

Our grievance case load has increased substantially since 1975. For example,

1 July 1974-30 June 1975	56
1 July 1975-30 June 1976	81
1 July 1976-30 June 1977	103

The volume of grievance cases has continued to increase. It is currently running at a yearly rate of about 192 cases. Moreover, we determined last February that about two-thirds of our new grievance cases were coming to us on direct appeal rather than through normal management channels. Further, in March we met with Directorate grievance officers and learned that their combined case load was running at an annual rate of considerably less than 100.

We infer from the above that a problem exists. The pyramidal grievance handling 25X1

system is misperceived by Agency employees and is not working properly. This is not a healthy situation. I believe employees should feel that they will receive fair and objective consideration of their problems at the hands of line management. They should not fear that rocking the boat by complaining about what they perceive as real irritants will only result in more grief for them. Current indications are that normal management channels are distrusted by the majority of employees with grievances. Loyalty upward and the kind of dedication to the task at hand which improves effectiveness do not flourish in an environment characterized by distrust.

25X1

25X1 [redacted] Employees must be encouraged to seek relief and resolution of their problems at the line management level before appealing to the DCI through my office. For a variety of reasons this is not possible in all cases. That is the reason for the provision of a direct appeal mechanism. It is also the reason why a separate Grievance Group staffed by senior, experienced officers working full time on grievances was established in my office last November. But the tendency to bypass normal management channels and to concentrate the handling of personnel problems at the top of an organization is unhealthy and should be reversed. It leads to misperceptions on the part of both managers and working level employees which the Agency can ill afford. It is for this reason that I have welcomed the opportunity to air my concerns in your forum. I hope by so doing to encourage employees to test the normal grievance handling machinery when a problem presents itself which does not truly require the special handling provided in the case of a direct appeal to the DCI through my office.

[redacted] Finally, I believe you will be interested to know that we are reviewing the Agency's grievance handling procedures to see what might be done to make them more effective and responsive. As part of our review, we are examining the manner in which grievances are handled in other Federal agencies. I do not intend to recommend changes in our system for the sake of change alone. I assure you, however, that I will press vigorously for any change that promises real improvement over our current system.

[redacted] 25X1

about dda

Management results from the exercise of judgment in the light of the best information that is available. . . . The problems of management increase according to the extent to which reliable information is missing.

25X1A

[redacted]

GAS: A LARGE ODP COMPUTER APPLICATION

[redacted] ODP

25X1A

It took 2 years, cost about $2 million and actively employed 24 employees from ODP and OF. The new General Accounting System (GAS) for the Agency was put into production during October 1976, coinciding with the beginning of the new fiscal year. As with any new system this size, once in a live production environment, there were bugs to be ironed out, but it has now settled down into one of the largest and most successful computer applications run daily by ODP's Production Division. Extensive systems testing by ODP and user testing by OF made the transition to the new system quite smooth.

The system, developed jointly by OF and ODP, provides the Agency Budget and Finance Officers (B&F) an accurate and timely tool to track monetary obligations and expenditures for such things as training, travel, procurement, salaries and other personnel expenditures. Also, the system

provides various components of OF with up-to-date financial data on trial balances, balance sheets, general ledger balances and Agency status on obligations, allotments and encumbrances (property procurement).

Because GAS services all components of the Agency, much time was necessary to analyze the requirements of all end users (the B&F Officers). Their needs for financial data vary according to the missions and functions of each office. The approach to this problem was excellent and proved a valuable learning experience. Analysts from OF queried the offices about their needs and requirements. They then worked closely with analysts from ODP translating requirements and exchanging conceptual ideas of a new system. Such things as using source documents as input and transaction code processing, as opposed to dual entry bookkeeping, were innovations in the new system. Also, the production of the Agency's Trend Reports, now on a more timely basis each month, is directly attributable to the cooperation of ODP and OF analysts, and the coordination of requirements has created a smooth responsive system for producing these Trend Reports.

Communication with top management during system development was always present, sometimes relating to detail design, other times asking for policy decisions. The excellent rapport and expertise of the entire task force definitely contributed to a quality product. Consolidating the requirements and yet being flexible enough to accommodate the variety of requests, both current and future, made the task extremely challenging and time consuming.

When you stop to consider that the central processing unit (CPU) of a computer can process hundreds of thousands of instructions a second and that GAS uses between 40-50 minutes of CPU time each day, you begin to realize the size and complexity of the programs needed to support CIA B&F Officers in accomplishing their daily accounting tasks.

CHANGING TIMES IN NURSING

25X1A [redacted] R.N., OMS

Occupational Health Nursing is the application of nursing procedures for the purpose of conserving, promoting, and restoring the health of individuals and groups through their place of employment. The services encompass a wide range of functions which include direct nursing care, counseling, and health education. Unlike hospital nurses, whose job is caring for the sick, the Occupational Health Nurse spends most of her time preventing illness. Her primary concern is to serve the employee's health needs and thereby improve effectiveness for each individual employee. She is a graduate of an accredited school of nursing, registered and legally qualified to practice in the state where employed.

In the past 25 years there have been many changes in the Nursing Branch of OMS. Initially, the Medical Office was located in Central Building and a health room, which was staffed by two nurses, was located in "J" building. Prior to the move to Langley in 1961, employees were scattered in several temporary buildings around the Reflecting Pool, "J" was one of these buildings. The duties of a Staff Nurse (as we were called then) was to provide emergency care and treatment of minor injuries and illness and advice to personnel located in the various buildings in the Washington area. The Staff Nurse interviewed all employees who visited the dispensaries needing treatment. She determined whether they should be treated there, referred to an Agency physician, or referred to an outside medical facility. The nurse assisted in the maintenance of employees' medical records, including documentation of symptoms, follow-up on certain cases as appropriate, administered all types of treatment not requiring a physician, gave first aid to all line of duty injuries, referring them to the United States Public Health Service if necessary, and instructed employees on how to complete the forms that had

to be filled out for the Bureau of Employee Compensation. Non-line of duty injuries were treated and referred to the employee's private physician.

In these 25 years, the services of the Medical Office have grown, so too have the duties of the nurse. Not only has our title been changed to Occupational Health Nurse, but it is a more varied and interesting profession. The work load is heavier and the nurse has taken on the increasingly technical aspect of the medical profession. She is involved with the Multiphasic Testing done on all employees at Headquarters, which includes computer-read electrocardiograms, blood pressure readings, skinfold tests, and tonometrics. In addition to official examinations such as overseas, standby, returnee, and return-to-duty physicals, OMS also offers voluntary biennial and pre-retirement physicals for all employees.

The nurse has been trained in the most current techniques and procedures used in emergency cases, and is a certified instructor in cardiac pulmonary resuscitation (CPR). She prepares the employee and assists the physician with treadmill cardiac studies. Two years ago, the Allergy Immunization Program was initiated in Headquarters and Ames Building, and for the past several years nurses have been giving immunizations for overseas travel to employees and dependents. Recently, a new health room has been opened [redacted] 25X1A

Before the move to Langley, it was seldom that a nurse assisted in the medical evacuation of an employee or dependent. Today all female employees and dependents are met at the airport, advised on appointments, counseled and escorted to motel or hospital accommodations.

The Occupational Health Nurse also includes teaching among her assignments. In the past year, a film on breast cancer was shown at Headquarters and also in the outlying buildings. This was followed by

meetings with small groups of female employees who were taught how to check for lumps, using the "Betsi" model.

Becoming an Occupational Health Nurse is not a simple matter of changing title or position description. Our Staff Nurse had to learn new skills and techniques, she has to attend external courses and seminars for continuous medical education, and in the near future will be required to receive certification of continued education before obtaining licensure.

25X1 [redacted]

On 24 March 1978, Mr. John F. Blake, Deputy Director for Administration, presented the Certificate of Merit to Mrs. [redacted] Occupational Health Nurse. 25X1

In October 1977, [redacted] volunteered to accompany a patient to the hospital following a sudden myocardial infarction. The ambulance was involved in an accident with another vehicle on the way to the hospital. During the confusion, the patient went into a cardiac arrest. [redacted] despite injuries to herself, immediately began CPR and through her diligence and insistence made certain the welfare of the patient remained the top priority. The patient was revived and eventually transported without further incident. 25X1A 25X1A

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Approved For Release 2002/11/15 : CIA-RDP86-00114R000100130003-3

STUDENT EMPLOYMENT PROGRAMS

25X1A OP

Outstanding! Excellent! Super! These are a few of the terms that students, faculty members, and Agency managers have used to describe our student employment programs. In case you have wondered what happened to the Cooperative Education and Summer Intern Programs, both are doing quite well, but a year ago they were redesignated Student Trainee and Graduate Studies Programs. The changes became necessary after a study revealed that our programs were quite distinct from programs with the same designation in other government agencies. Aside from this change, our programs have remained intact. Nevertheless, let's examine the basic features of these programs.

Student Trainee Program

The Student Trainee Program is the older of our student programs. In 1961, OC became the first Agency component to adopt the concept of alternating work and study. Long-range recruitment of occupational skills in short supply was the objective of that venture; and since that time, we have maintained a steady flow of highly qualified candidates in several academic disciplines. Today, one-third of all Agency components employ Student Trainees.

Student Trainees are selected from academic institutions that have established programs. The Agency presently has arrangements with approximately 30 such schools. The list of institutions is reviewed periodically and, depending upon requirements, schools are added or dropped.

The Trainees spend alternating periods at school and on the job. It is expected that each Trainee will spend three to six work periods with the Agency depending on whether the school is on a quarter or semester system.

Student Trainees are interviewed 4 to 6 months in advance of their availability to allow sufficient time for Agency processing.

They must meet the same employment standards as permanent employees. During the interview, emphasis is placed on interest and suitability in relation to the number of available positions. In lieu of any substantial work experience, considerable importance is placed on the academic performance of each candidate as reflected by the grade point average.

Graduate Studies Program

Now let's take a look at our Graduate Studies Program. What began 12 years ago with the primary objective of attracting Chinese scholars and a secondary goal of enhancing the image of the Agency has expanded to include other geographical areas and academic fields such as economics, engineering, geography, law, and psychology.

Qualifications for the Program have remained consistently high, and each year competition grows more intense. Only those who have completed their undergraduate study with a firm commitment to attend graduate school the fall following the internship are eligible for the Program. However, most students selected for this Program have completed one or more years of graduate study. This level of academic training is necessary because the Program provides students with an opportunity to apply their academic skills to the substantive tasks of the Agency.

For the Graduate Studies Program, 1977 was a significant year. The DDS&T became a participant in the Program. Within the DDA, OL joined OMS and OTR as a participant.

The 1978 Graduate Studies Program will number about 80 participants, a significant increase over the 65 in the 1977 Program. In terms of numbers this Program has achieved maximum growth. Any additional increase is likely to pose administrative and logistical problems.

The public relations aspect of the Graduate Studies Program is fulfilled by the weekly briefings. These are sessions scheduled specifically to give the students a

comprehensive view of the Agency. Senior officers follow a tradition of openness in describing the activities of their components. This same frankness prevails in their responses to questions that follow each presentation.

Our only measure of success over the years has come from the students who participate in the Program. The following quotes from two members of the 1977 group are encouraging:

- "My attitude toward the Agency is one of respect and admiration."
- "I came away from the Graduate Studies Program with a positive image of the Agency in general. I am a little bit confused—where is the evil CIA one reads of in the press?"

25X1 [redacted]

THE REGULATIONS—WHERE DO THEY COME FROM?

[redacted] ISAS 25X1A

For most of us in the DDA, having a set of regulations nearby for ready reference is not uncommon. We take the regulations for granted and use them for guidance when necessary. We also realize how important the regulations are to our daily work and professional life in the Agency. Every time we travel, get paid or promoted, take leave, enter and leave the building, order supplies, and even park our cars, the regulations are there to provide guidance. Yet, we seldom ask: Where do they come from? It just might be interesting to ask this question, and try to answer it.

Within the DDA there is a group of seven people who comprise the Regulations Control Branch (RCB), which is part of the Information Systems Analysis Staff (ISAS). The Chief, ISAS reports to the Deputy Director for Administration through the Assistant for Information. The staff's work is

concerned with the increasingly important records administration function; and since the regulations are current records of Agency policy, it is natural for the branch to be given a home on that staff.

So, are these seven Regulations Control Branch people the ones who write the regulations? Not exactly. Although they have a key role in coordinating the regulatory process, most of the regulations are drafted or revised by the plans staffs of the offices of the DDA. OP, for example, drafts the 25X1A headquarters [redacted] series—appropriately titled PERSONNEL. Likewise, the other directorate offices—Finance, Logistics, Training, Security, Communications, Medical Services, and Data Processing—are responsible for the regulations pertaining to their Agency-wide functions. Components outside the DDA draft regulations in their areas of responsibility.

So, do these plans staffs draft the regulations, send them to RCB for massaging, and then they are published? Not exactly. There is much more. Let's stick with OP as an example. There are people in the OP Plans Staff responsible for a continuing review of the personnel regulations to determine if revisions or new regulations are needed on some aspect of Agency personnel policy. If so, they prepare a draft, which also is called a proposal, and send it directly to RCB. First, RCB editors review the proposal and may make editorial or substantive suggestions to the drafters. Then copies of the proposal are sent for review to senior representatives of NFAC, DDO, DDS&T and Offices of the General Counsel, Legislative Counsel, and Comptroller. Copies also are sent to interested components in the DDA and to the Administrative Officer, DCI.

So, is the proposal then published as a regulation? Not exactly. Sometimes one or more of these senior representatives (we call them coordinators) will have a comment on the proposal. Often such comments are critical of some aspect of the proposal and must be resolved. Sometimes an exchange of memorandums will clarify the point in question, but occasionally it is necessary for RCB to bring the drafter and coordinators

together face to face. Of course, the more comments, and the more coordinators having differing comments, the more difficult the matter is to resolve. Sometimes comments or points of disagreement must be resolved at the DD/A level or even at the DDCI level. Coordinator comments or disagreements generally do not arise out of parochial interests, but are the result of different points of view based on highly specialized responsibilities and long Agency experience. The OGC, for example, must review each proposal to ensure it conforms to the law. Sometimes disagreement arises over true concern whether authorities set forth in a proposal infringe on the legitimate prerogatives of another component.

So, after RCB helps resolve differences and ensures that other coordinators who had no comments agree to the changes, is the proposal published as a regulation? Not exactly. After RCB is assured of agreement, it prepares the proposal for approval by the Deputy Director for Administration if it is a headquarters regulation or the Deputy Direc-
25X1A tor for Operations [redacted] If approved, RCB further prepares the regulation for printing and dissemination by the Printing and Photography Division of OL.

Not exactly? True. There are many variations to this scenario. Some regulations are not coordinated in the usual manner. A few are sent to RCB directly, already approved by the Deputy Director for Administration. Some revisions that make no policy changes are not sent to the coordinators. But, this is the way the system usually works. It is by no means perfect. The entire process is an inexact effort, but it does work. Experience has shown that providing for coordinator review makes for much better regulations and, consistent with law, for policy that all Agency components can operate effectively under. It also prevents the embarrassment of publishing regulations with inconsistencies and errors.

That the system does not always work as smoothly as we wish and sometimes takes too long often is the result of some sticky legal question or, with more and more of our internal activities under scrutiny, some hang-

up with the Congress. During coordination, even people with the best of intentions can lock horns over differences that appear trivial to those not directly involved. Yes, it does happen sometimes. But, if all who are involved in the regulatory process continue to recognize that it is an important cooperative effort, the average time for coordinating a regulatory proposal should not be more than 60 days. In this regard, there has been a renewed Agency-wide effort to meet the 60-day goal whenever possible. There also are other concerns such as ensuring good staff work in the early stages. The fewer errors in the drafting, the faster the coordination. As important as anything else, the language must be readable and understandable. Some call such language "People Language." With all of this in mind, the DDA over the past year has undertaken through its components a monumental effort to revise and update the regulations for which it is responsible. We are proud of that effort, recognizing that it is a continuing task that must be performed better with each regulation published.

[redacted]

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COLLECTION AND CLEARANCE

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[redacted] Imagine yourself on your last work day with CIA, looking forward to your soon to begin retirement and more especially to the trip you begin next day to St. Thomas, VI, to be paid for in part by your "lump sum annual leave" check. Imagine also, if you will, your "bewilderment" when on that same last day you are advised that, unless you return that 30 foot boat you signed for while TDY 1956 in the [redacted] area, all monies due you will be held "pending review." Or imagine another scenario wherein you are already on that beach at St. Thomas and a lithesome "beach girl" has just delivered a letter advising you that the accounting for a last minute operational travel advance you received [redacted] prior to your return for retirement has been processed and you now have the option of either refunding $2,000 or authorizing a like amount be deducted from your annuity.

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25X1 [redacted] While these examples may be slight exaggerations of some old war stories heard from time to time, they do point up a fact of life in CIA—all accounts must ultimately be settled. Responsibility for monitoring settlement actions falls to the Collection and Clearance Officer within OF. As the title implies, this individual has the responsibility for financial clearance of employees departing the Agency because of resignation, extended leave, or retirement. This objective is to assist the departing employee in a successful and complete settlement of financial accounts to eliminate problems such as those already described.

25X1 [redacted] The clearance function is essentially one of examining the Agency's accounts and other records to be sure that employees leave owing no financial or other official obligation. Individuals separating from the Agency with outstanding financial obligations can expect delay or nonpayment of sums due them. Collections of such debts can and are made from back salary, lump sum leave, or retirement (either CIARDS or Civil Service). 25X1

[redacted] Items to be verified include outstanding operational advances, leave balances, salary paid, outstanding travel advances, EOD travel payments, and external training costs. For instance an individual who has been paid for EOD travel and resigns before one year of duty with the Agency must normally refund the EOD travel costs. An individual who has taken home leave and resigns or retires before completing six months of duty may be required to refund the home leave costs. An individual who has received reimbursement for extensive and recent external training and breaches his service agreement may be required to refund part of the training costs. Anyone in any of the above situations should be prepared to refund the applicable sums. While refund waivers can be requested, payment of final monies due, up to the amount of the indebtedness, is

delayed pending action on the waiver request.

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[redacted] Delays in final payment may also be encountered when stop payments are originated by several other components of the Agency. Final clearance requests are initiated by OP. Other offices such as OL, OS, OTR, and the Library must signify in writing that the departing employee has satisfactorily discharged his obligations with that component. It is therefore to the benefit of an individual contemplating departure from the Agency to ensure as far in advance as possible that all obligations to the Agency have been satisfied. The alternative may be a delay in money due the employee whether that money be a lump sum leave check, final salary or first annuity check.

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[redacted] If you are planning to separate from the Agency and are concerned over some outstanding obligation, contact your administrative or personnel element or the Collection and Clearance Officer [redacted] for guidance and help. Remember—early planning will help you.

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[redacted]

25X1

CANDID CAMERA: "60 Minutes"

On 24 July 1977 a vignette introduced CIA to the audience of CBS's "60 Minutes." In the July 1977 DDA Exchange the DCI commented:

> While the presence of camera crews in the Agency for more than a week was at times an inconvenience and involved some security problems which had to be resolved, I believe in the long run it was well worth the effort. A large audience across the country will see inside the CIA for the first time when that program is aired. Hopefully, they will learn for themselves that we are ordinary people, dedicated to serving our country well in an organization which fulfills a vital national need.

The candid shots, taken by an OL/P&PD photographer, show the CBS crew at work.

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CBS camera crew sets up equipment

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Next 2 Page(s) In Document Exempt

25X1A

WHERE IN THE WORLD ARE YOU?

OP

Your mail keeps going to your old office and the first thing you hear when answering the phone is how hard it was for the caller to get your new extension. Why? You're ready to file your income taxes and you notice that the W-2 does not have your new address. Why? The likely answer to the above questions is that your Agency CEMLOC (Central Emergency and Locator System) record is not current.

Form 642V (Personnel Verification Report) was created to assist Agency employees in ensuring that their CEMLOC records are current and accurate. It is your responsibility to notify your CEMLOC Control Point Officer of any changes that may occur on your record. The revised locator card is then forwarded to OP for update of your CEMLOC computer record. This procedure ensures prompt and precise information for the Telephone Facilities Branch, Mail and Courier Branch, Security Duty Office, CIA Operations Center, Central Cover Staff, and OP.

642V was devised for periodic distribution to all employees. This form consists of your social security number, name, employee affiliation code, Headquarters code, title, office or division, room number, building, extensions, registry address, home address and telephone number, and emergency designee information. If no changes are needed, simply initial and return the 642V to your Control Point Officer.

The completeness of your CEMLOC record is dependent upon you! Be sure that the information on record is kept current.

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Form **1040** Department of the Treasury—Int
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For the year January 1–December 31, 1977, or other taxabl

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First name and initial (if joint return, give first

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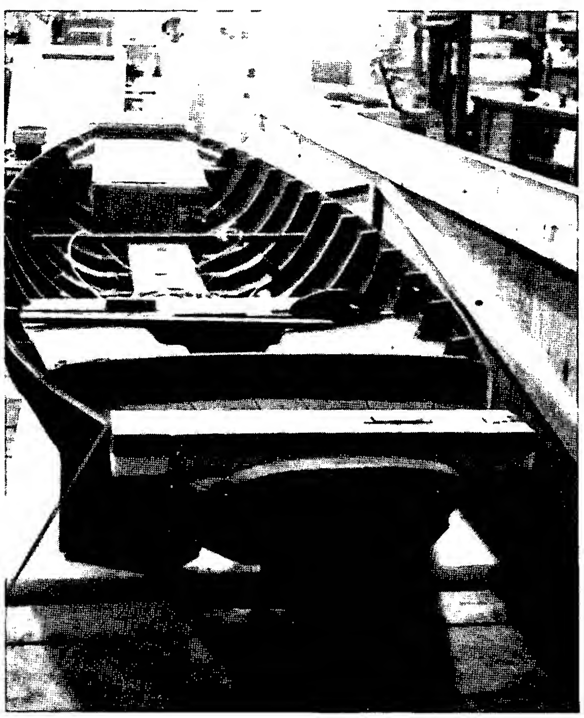

WRAP-IT-UP

[redacted] OL 25X1A

[redacted] Packaging is defined as the use of containers and components plus decoration or labeling to protect, contain, and identify merchandise and facilitate use of products. 25X1

[redacted] Containers go back to the dawn of history. Any item to be stored or transported called for packaging. This led to the use of leaves, gourds, goatskins, turtle shells, earthenware pots and jars, reed baskets, and the like. Marks, signatures, symbols, and seals were produced by the Egyptians more than 4,000 years ago. 25X1

[redacted] The industrial revolution is generally credited with influencing the great advances in container invention and fabrication, resulting in the development of most of the 25X1

A Boat Being Packaged for Overseas Shipment

standard container forms used today. Included were the metal can, folding carton, collapsible tube (toothpaste), corrugated
25X1 shipping case, and crown closure (crimped bottle cap). During the latter part of the 19th and the early part of the 20th centuries, the groundwork was laid for mechanized production of standard packages. During this same period, the development of Linotype, photoengraving, process-color printing, and additional graphic art processes completed the combination of container and effective decoration needed to make modern methods of packaging possible. An example of putting this new found technology to work originated with the Uneeda Biscuit Company. In 1899, the famous Uneeda Biscuit package was introduced. It is generally considered the event that signaled the end of the
25X1 "cracker barrel era."

25X1 [redacted] Container and packing material production continued to experience phenomenal growth over the years. The reported value of packaging produced in 1939 was approximately $2 billion, in 1968 $17 billion, and in 1976 packaging production reached a record high of nearly $27 billion.

[redacted] Packaging in the Agency is also big
business. The [redacted] maintains a 25X1
large, well-equipped packaging section, staffed with experienced packers. During the
last fiscal year, the [redacted] spent more 25X1
than $325,000 on packing materials to pack some 35,000 line items. (A line item ranges from a single transistor to a complete SKYLINK unit.) Due to the sensitive and fragile nature of many items, it is necessary to package for a high degree of protection. Many methods and different materials are employed to meet the packaging requirements of the individual items and the method of transportation to be used.

[redacted] The [redacted] operates two fiber- 25X1
board box making machines. With these two machines, custom made boxes can easily be fabricated to exact specifications. Many different sizes and styles of boxes are available along with several different types of fiberboard to satisfy almost any requirement.

Fiberboard boxes of predetermined sizes are stocked for day-to-day usage. The Box Shop has the capability to produce both plywood and wooden boxes in numerous styles and almost any size specified. Wooden boxes are used in surface and air shipments, packaging of large and/or heavy items and for special applications requiring multiple use containers.

25X1 [redacted] maintains a substantial inventory of many different types of packaging materials required in the packing and crating function. Custom molded polystyrene boxes are used for high volume items requiring a high degree of physical protection. The expanded polystyrene boxes are molded at a commercial manufacturing plant, using Agency-owned molds designed for specific Agency equipment.

25X1 [redacted] Over the years, our packaging personnel have developed a number of techniques to deal with specific packaging problems. When typewriter motors began breaking loose during shipment, a technician developed a stronger mount which IBM liked so well that they awarded him $1,000 for the idea. Medical serums and some film require refrigeration during transit. A specially designed ice holding, polystyrene container handles these quite well. Solid state circuit boards for electronics systems now have their transportation jolts cushioned by a special container.

[redacted] The packaging and transportation of 25X1
items such as pesticides, paints, and photographic chemicals have become increasingly regulated in the past several years because of hazards involved in their transportation and storage. Spray cans, for example, may explode in the unpressurized hold of an airplane. Such materials must be packed, marked, and certified in compliance with strict Federal and commercial regulations to avoid serious penalties and fines. Several employees at [redacted] have been 25X1
qualified by the Department of Defense to certify that hazardous cargo is packed in accordance with specific regulations to meet the method of transportation being used.

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innovation

The art of progress is to preserve order amid change and to preserve change amid order.

THE DCI SECRETARIAL-CLERICAL MANAGEMENT ADVISORY GROUP

[redacted] 25X1A

[redacted] The DCI Secretarial-Clerical Management Advisory Group (S-C MAG): What is it? Where do the members come from? What is its purpose? If you are interested in knowing the answers to these questions, please read on. 25X1

[redacted] The DCI Secretarial-Clerical MAG was established by the Director as the result of a recommendation made by a secretarial group he met with in late 1977. The first meeting of the S-C MAG was held on 20 January 1978, and the first order of business was drafting a Charter. The Charter for the S-C MAG was approved on 2 March 1978, and HN [redacted] was published on 21 March informing all employees of the S-C MAG's existence. 25X1

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[redacted] The S-C MAG is composed of three secretarial-clerical representatives from 25X1

each of the Directorates and the "E" Career Service. Each representative has at least 3 years of Agency experience, is a GS-06 or higher, and serves either a 9- or 12-month tour. The DDA representatives are:

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[redacted]

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25X1 [redacted] The purpose of the S-C MAG is to provide an additional vehicle for advice and assistance to the DCI, DDCI, and other senior Agency management officials on secretarial-clerical issues. It is not meant to replace any of the existing Secretarial-Clerical Advisory Groups in the Directorates or the "E" Career Service. To date, the S-C MAG has provided comments to Agency officials on the leave without pay policy for employees accompanying spouses overseas, the Agency EEO Plan, and the new Clerical Career Management Panels. The S-C MAG is still reviewing the latter issue and would welcome any relevant comments or suggestions.

[redacted] The S-C MAG plans to inform employees about its activities through various internal employee publications, and by posting copies of its Quarterly Report on Agency bulletin boards. It hopes, in turn, that employees will forward ideas, suggestions or comments on secretarial-clerical issues to their representatives or to the S-C MAG, Room 7-E-13, Headquarters.

[redacted] Secretarial-clerical employees, both men and women (about 22 percent of the Agency's secretarial-clerical work force is male) who have an interest in serving on the S-C MAG should contact their Career Management Officer and make their interests known.

[redacted] 25X1

EXECUTIVE RESIDENTIAL SECURE VOICE: AN INNOVATION

25X1A

[redacted] OC

Advisories are regularly circulated throughout the Agency on the dangers coincident with discussion of classified information in either straight or double-talk fashion over non-protected telephones. Alternatives simply must be found. It is incumbent upon each of us to be alert to the reality that the Soviet electronic ears are large, sophisticated and ever attentive. One of the primary goals in OC's Strategic Plan is to place a secure voice instrument in the hands of every Agency official who requires one, regardless of location. A combination of systems, most of which are still under development, may ultimately be employed to achieve this goal. Until the new systems become available in production quantities, the ability to adapt what we have to satisfy necessary, unique requirements is a continuing challenge.

In September 1976, the DDCI tasked OC with providing residential secure voice service between senior Agency executives and the CIA Operations Center to permit timely exchange of classified information during non-duty hours. Installations in ten homes and at Headquarters were desired in as short a time frame as possible. In layman's terms this translated into a request for a unique governmental system—a secure voice network to be operated by the executives themselves.

The time element factor dictated that on-the-shelf equipment be utilized. Prime considerations were reliability and protectability but minimum size, ease of operation, minimum maintenance requirements and versatility were other desirable features of near equal import. The desired qualities were best incorporated [redacted]

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[redacted]

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a non-professional communicator, over short distance, line-of-sight radio paths. With the 11 designated sites widely dispersed in Virginia, Maryland and the District, the decision was made to operate the low-powered [redacted] in conjunction with high-gain TV-type antennas where needed, and a strategically located radio repeater in an effort to effectively blanket the entire metropolitan area. Inclusion of the repeater added a large measure of network versatility since the executives would be able to securely converse directly with the Operations Center, one another or in a conference configuration. As one added measure of flexibility, it was decided to design and fabricate an [redacted] manual interface capability to enable network members to speak securely from their residence to any individual having access to the CISVN green or gray system.

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Initial installations were activated in February 1977 amid guarded optimism and silent prayer. With quality good from the start and problems relatively few, our confidence in the system quickly grew. Remaining installations were completed on a regular basis. Follow-on requirements have resulted in system expansion to a figure almost doubling the original number. Each residential installation has been individually tailored to satisfy the needs and desires of all family members, and with few exceptions each falls into the "practically invisible" category.

Though designed as an interim system, all indications are that the [redacted] network will continue to satisfy executive needs into the foreseeable future. By no means a perfect system, it has been a good one and the 15-month track record is very gratifying. The subsequent transfer of responsibilities for covert communications support from DDA/OC to DDS&T/OTS in mid-1977 has not impacted in any way on the ability or desire to support the Executive Resident Network. Simply stated, OTS provides the equipment and OC installs, services, provides training and network management. Efforts have continued to upgrade the system. A more powerful, redundant repeater has replaced the original unit. The possibility

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and potential exist to extend service to top officials of other agencies if required. A

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[redacted] system may well come into being and feasibility studies are being conducted regarding operation from non-fixed locations.

The search goes on for secure voice systems that are smaller, better, and more versatile. The technology is here and there is light in the tunnel. At the earliest opportunity, all hands will be accommodated. Until that day arrives, remember to keep it clean on that black line!

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[redacted]

COMMUNITY TRAINING IN MAKING SUBJECTIVE PROBABILITY ASSESSMENT

[redacted] OTR 25X1A

The Information Science Center (ISC) is now completing arrangements to initiate Subjective Probability Assessment Training (SPATr) throughout the Intelligence Community.

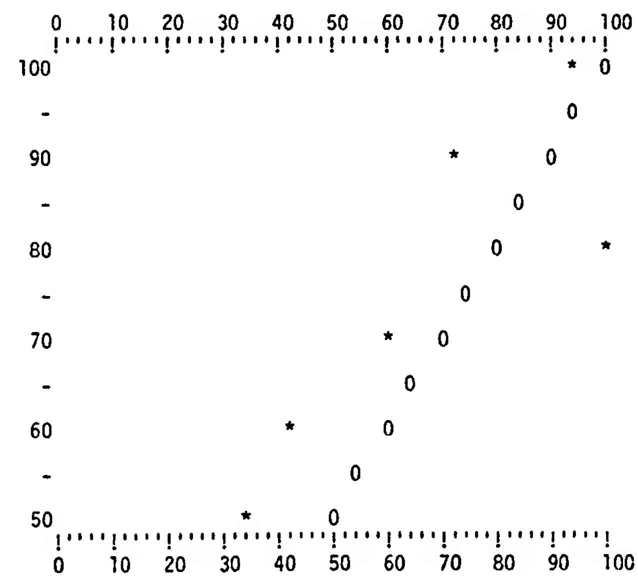
This program will be unique in several important ways:

- The training will be computer-based and not require student travel to the ISC to attend classes.
- The administrative aspects of SPATr will rest with the Community organizations.
- The training will be unclassified.

SPATr, which has just been initiated in CIA on the VM system, enables analysts and

VERTICAL AXIS IS PROBABILITY ASSESSMENT (%)

HORIZONTAL AXIS IS PERCENT RIGHT



Pretty good performance

P R O B A B I L I T Y   A S S E S S M E N T   R E P O R T

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ASSESSED PERCENT	NUMBER ASSESSED	NUMBER RIGHT	NUMBER WRONG	PERCENT RIGHT
50	12	4	8	33.33
60	12	5	7	41.67
70	10	6	4	60.00
80	12	12	0	100.00
90	11	8	3	72.73
100	18	17	1	94.44

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managers—or others dealing with probabilities and likelihoods—to improve the accuracy with which they express their subjective estimates. This is achieved by using a computer program to present special sets of queries to the student followed by a "right-wrong" response immediately following each question. The program provides a new set of questions for the student each 3 months, and the student can complete each set in about an hour.

This program can be made available now to the Community through COINS or the computer system used by participating agencies, and within a few months will be available directly from the ISC through an unclassified dial-up system.

A companion program, the Subjective Probability Assessment Test (SPATe), has been used in various ISC courses for several years. Performance data on over a thousand Community analysts and managers have been compiled over the past 3 years, and studies to refine and improve SPATe and SPATr are under way.

If you are interested in either the SPATe or SPATr, call the Information Science Center, [redacted] The Program Director, [redacted] can provide detailed descriptions of SPATe, and SPATr, a test kit which will allow you to take SPATe, or instructions on how to participate in SPATr. 25X1A

[redacted] 25X1A

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THE DCI SECURITY COMMITTEE

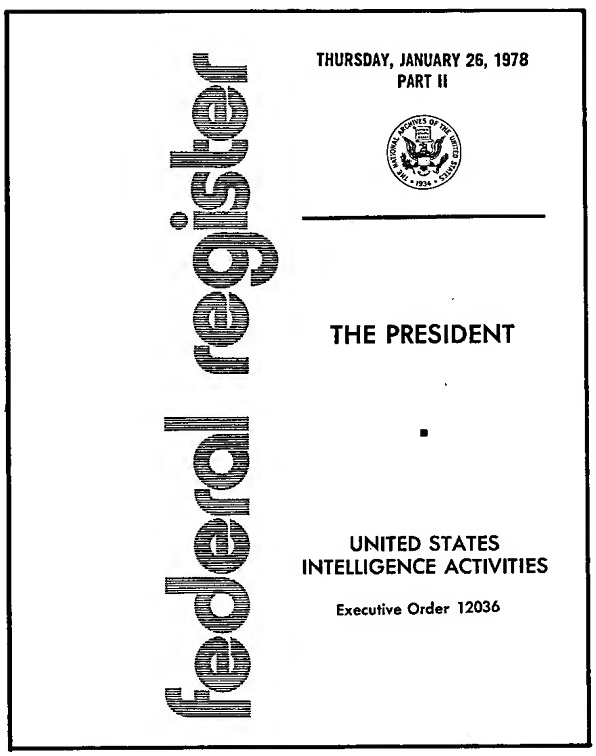
[redacted] OS

On 14 March 1978 the Director set before the National Foreign Intelligence Board the new apportionment of responsibilities among his principal deputies under the provisions of Executive Order 12036.

The Deputy Director for Administration was announced in his community role as the Deputy to the DCI for Support. The Agency's Director of Security was given the community assignment of serving as the Chairman of the DCI Security Committee. The Security Committee consists of members from CIA, State, FBI, Treasury, DIA, Army, Navy, Air Force, NSA, and DOE.

The Security Committee faces problems of significant magnitude in today's changing environment. Some of the more pressing and persistent are:

- The need for uniform personnel security clearance standards for all individuals


federal register

THURSDAY, JANUARY 26, 1978
PART II

THE PRESIDENT

UNITED STATES
INTELLIGENCE ACTIVITIES

Executive Order 12036

having access to classified information or to intelligence sources and methods.

- The requirement for policies and procedures for the rapidly expanding use of computers storing, processing and transmitting all-source intelligence.

- The need to review and update security procedures and controls associated with compartmentation systems.

- The need for implementation procedures on the classification and security issues to be set forth in the forthcoming revision of the Executive Order on classification and protection of national security material.

- A solution to the continuing threat to intelligence sources and methods associated with unauthorized disclosures.

The question of who decides what constitutes legitimate secrets and how much security protection they need presents special difficulties in the intelligence field. Reasonable men can differ widely in their judgment on this subject. The collector/producer of intelligence can be expected to opt for tight security to protect intelligence sources and methods. The consumer/user can be expected to prefer less stringent security controls to permit broader utilization of the intelligence product.

Compromises and trade-offs have to exist in an organization which attempts to balance such diverse views of security. On the one hand, claims of threats of security compromise and on the other hand observations that intelligence products are stifled by an atmosphere of unnecessary secrecy suggest a strong case for some centralized security activity for the entire Intelligence Community. The success of the Security Committee may well rest in its ability to persuasively explain the rationale underlying security policy and procedural requirements in today's complex world of the Intelligence Community.

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Next 2 Page(s) In Document Exempt

Approved For Release 2002/11/15 : CIA-RDP86-00114R000100130003-3